United Nations DP/2018/3

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
30 November 2017

Original: English

First regular session 2018
22 to 26 January 2018, New York
Item 1 of the provisional agenda
Organizational matters

Decisions adopted by the Executive Board in 2017

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2017/1

Expression of appreciation to Ms. Helen Clark, Administrator of the United Nations Development Programme, 2009 - 2017

The Executive Board

Noting with regret that Helen Clark will depart from her position as Administrator of the United Nations Development Programme, effective 19 April 2017,

Recognizing that Ms. Helen Clark has been a champion of development and institutional reform at UNDP since assuming the position of Administrator in 2009,

Acknowledging that her appointment at UNDP coincided with a sharp increase in volatility around the world in many areas, including the downturn in the global economy, increasing extreme weather events and disasters and refugee/migration challenges,

Recognizing Ms. Helen Clark's work to refocus and reform UNDP to make it a more modern organization able to meet these new challenges and thrive in a changing world,

Also recognizing Ms. Helen Clark's leadership to make UNDP the most transparent aid organization in the world and to make it a leaner, more focused and more efficient organization,

Acknowledging the work of Ms. Helen Clark to refocus UNDP under one vision: to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion,

Also acknowledging her work to provide the organization with the tools it needs to confront future challenges and to forge wide-ranging partnerships,

Further acknowledging the tireless drive of Ms. Helen Clark in the critical work of UNDP towards poverty eradication, as well as the progress made by UNDP in its crucial work on building countries' resilience to climate change, conflict and other crises so that sustainable development gains could be secured,

Recognizing with deep appreciation that Ms. Helen Clark made the 2030 Agenda for Sustainable Development and the Sustainable Development Goals the focus of UNDP programmes,

Acknowledging the efforts made by Ms. Helen Clark to advocate on behalf of the poor and vulnerable, particularly women, people living with HIV/AIDs and migrants and refugees,

Recognizing the commitment, dedication and leadership shown by Ms. Helen Clark in ensuring a strengthened, effective and efficient role for UNDP in the United Nations system and in strengthening the role of UNDP, particularly at the country level,

1. *Commends* Helen Clark for her effective management of the United Nations Development Programme from 2009 to 2017;

2. *Expresses* its sincere gratitude to Helen Clark for her outstanding leadership of UNDP in its contributions to four major conferences in 2015: the Third United Nations World Conference on Disaster Risk Reduction, in Sendai, Japan; the Third International Conference on Financing for Development, in Addis Ababa, Ethiopia; the United Nations summit for the adoption of the post-2015 development agenda, in New York; and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, in Paris, France;

3. *Extends* its warmest good wishes to Helen Clark for success in her future endeavours.

3 February 2017

2017/2
UNDP evaluation

The Executive Board

With regard to the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption (DP/2017/4) and the management response thereto (DP/2017/5)

1. *Takes note* of the evaluation, and acknowledges its conclusion that UNDP has made a positive contribution to national efforts to reduce corruption and address the drivers of corruption in countries where UNDP is engaged in this issue;

2. *Encourages* UNDP to address corruption risks to development as recommended in the evaluation;

3. *Requests* UNDP to take the evaluation recommendations into account in the next strategic plan and future programming, including at country level, where relevant;

4. *Encourages* UNDP to continue to strengthen national ownership and leadership on anti-corruption;

With regard to the evaluation of disability-inclusive development at UNDP (DP/2017/6) and the management response thereto (DP/2017/7)

5. *Takes note* of the evaluation, acknowledging its conclusions and recommendations and the management response from UNDP;

6. *Takes note* of the finding that UNDP is well positioned to play a prominent role in supporting countries in implementation of the Convention on the Rights of Persons with Disabilities;

7. *Encourages* UNDP to ensure that in its next strategic plan, support to countries on the disability aspects of development is given greater prominence, and that UNDP work in support of the 2030 Agenda for Sustainable Development recognizes the disability aspects of the Sustainable Development Goals;

8. *Underscores* the importance of incorporating reference to disability in the forthcoming updating of UNDP corporate strategies, in particular the gender equality strategy;

9. *Urges* UNDP to assess which of its facilities are not yet accessible to persons with disabilities and to take steps to adapt as many of them as possible, and to make a concerted effort to employ more persons with disabilities, in accordance with article 27 of the Convention on the Rights of Persons with Disabilities;

10. *Underscores* the importance of effective follow-up to the evaluation recommendations and requests UNDP to take them into account in future programming;

3 February 2017

2017/3
Evaluation of the pilot activities carried out under the UNDP direct budget support policy

The Executive Board

1. *Takes note* of the key evaluation findings from the two pilot projects in Burkina Faso and Nepal, as summarized in document DP/2017/10 ;

2. *Recognizes* that a primary role of UNDP in sector budget support should be to support national capacity-building and policy development;

3. *Takes note of* the current and anticipated demand for UNDP engagement in sector budget support in the context of the 2030 Agenda for Sustainable Development, and emphasizes that such engagement should be on an a limited basis and be based on a clearly expressed demand from the programme country;

4. *Recalls* Executive Board decision 2015/1, and encourages UNDP to continue to ensure that the specific fiduciary risks associated with these modalities are assessed, existing safeguards continue to be applied and improved on, and monitoring and audit processes are undertaken on a timely basis;

5. *Recommends* continuation of this funding mechanism as part of the options available to UNDP, on the basis of lessons learned from the evaluations noted in paragraph 1 above and relevant audits to date, subject to regular review by the Executive Board.

3 February 2017

2017/4
Thematic evaluation on UNFPA support to adolescents and youth (2008-2015)

The Executive Board

1. *Takes note* of the thematic evaluation on UNFPA support to adolescents and youth, 2008-2015 (DP/FPA/2017/CRP.1) and the management response (DP/FPA/2017/CRP.2);

2. *Requests* UNFPA to take into account the recommendations of the evaluation in its strategic and operational response, and to include an update on progress at the annual session of 2018.

3 February 2017

2017/5
Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors for 2015

The Executive Board

1. *Recognizes* the high-risk environments in which UNDP, UNFPA and UNOPS as well as their implementing partners operate, and requests the entities to continue to strengthen measures to prevent, detect and respond to fraud.

With regard to UNDP

2. *Takes note* of the report (DP/2017/11) on the actions taken by UNDP and the United Nations Capital Development Fund (UNCDF) and the further actions planned to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2015, as well as recommendations from prior years;

3. *Notes* the 2015 unqualified audit opinions issued by the United Nations Board of Auditors for both UNDP UNCDF;

4. *Takes note* of the progress made by UNDP in the final evaluation of the top eight audit-related priorities in 2014–2015;

5. *Supports* the ongoing efforts of UNDP management in addressing the revised top seven audit-related management priorities for the 2016–2017 biennium and in implementing the recommendations of the Board of Auditors for the year ended 31 December 2015;

6. *Encourages* UNDP to continue to strengthen programme management, oversight and reporting, including by improving programme quality and active risk management, in particular at country level, and to monitor the effectiveness of measures taken in that regard;

7. *Further encourages* UNDP to continue its efforts to enhance oversight and management of implementing partners, including ensuring compliance with UNDP policies and procedures, and assurance requirements, and urges UNDP to closely monitor implementation of the revised harmonized approach to cash transfers framework;

8. *Encourages* the continued efforts of UNDP to uncover and prevent procurement irregularities and other fraudulent practices and improve actions for recovery of funds, and underscores the importance of protecting whistle-blowers and ensuring that whistle-blower protections are both robust and well known to all staff members;

With regard to UNFPA

9. *Takes note* of the report (DP/FPA/2017/1) on the actions taken by UNFPA and the new measures planned by the organization for timely implementation of the recommendations of the Board of Auditors for the financial period that ended on 31 December 2015;

10. *Notes* the 2015 unqualified audit opinion issued by the Board of Auditors;

11. *Encourages* UNFPA to continue improving its internal control systems, especially with regard to risk management, including the need to develop risk mitigation strategies globally and at country level;

With regard to UNOPS

12. *Takes note* of the report (DP/OPS/2017/1) on the progress in the implementation of the various recommendations made for the year ended 31 December 2015 and the efforts currently in progress to ensure that the remaining recommendations are successfully implemented;

13. *Notes* the overall conclusion of the Board of Auditors that UNOPS has increased value of project implementation at an average of 14 per cent per year since 2012, despite the challenging environment in which it operates, and encourages

UNOPS to continue to enhance its risk and compliance framework, including analysing and managing the risk exposure of projects;

14. *Acknowledges* that because the recommendations were issued to UNOPS towards the end of July 2016 and because many of them require long-term attention, UNOPS will need to work beyond the financial year 2016 to implement them successfully.

3 February 2017

2017/6
Elaboration of the UNDP strategic plan, 2018-2021

The Executive Board

1. *Welcomes* the preparatory work done and the various informal meetings with the Executive Board on the process of elaboration of the UNDP strategic plan, 2018-2021;

2. *Requests* UNDP to engage constructively with UNFPA, the United Nations Children's Fund (UNICEF) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to ensure a coherent approach of the four strategic plans (UNDP, UNFPA, UNICEF, UN-Women);

3. *Also requests* UNDP, in line with General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to elaborate in its strategic plan on how it plans to engage in coherent and integrated support, as called for in the 2030 Agenda for Sustainable Development, and in this regard, further requests UNDP to work collaboratively with UNFPA, UNICEF and UN-Women on the development of a specific chapter in its strategic plan, outlining a common approach in supporting Member States towards the implementation of the 2030 Agenda, in accordance with each entity's mandate;

4. *Encourages* UNDP to collaborate with UNFPA, UNICEF and UN-Women to continue to harmonize their approaches to results reporting on their strategic plans, which, inter alia, will help to capture their contributions to collective outcomes;

5. *Requests* UNDP to provide all relevant documents at least 10 days prior to any consultation.

3 February 2017

2017/7
Elaboration of the UNFPA strategic plan, 2018-2021

The Executive Board

1. *Welcomes* the preparatory work done and the various informal meetings with the Executive Board on the process of elaboration of the UNFPA strategic plan, 2018-2021;

2. *Requests* UNFPA to engage constructively with UNDP, the United Nations Children's Fund (UNICEF) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to ensure a coherent approach of the four strategic plans (UNDP, UNFPA, UNICEF, UN-Women);

3. *Also requests* UNFPA, in line with General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to elaborate in its strategic plan on how it plans to engage in coherent and integrated support, as called for in the 2030 Agenda for Sustainable Development, and in this regard, further requests UNFPA to work

collaboratively with UNDP, UNICEF and UN-Women on the development of a specific chapter in its strategic plan, outlining a common approach in supporting Member States towards the implementation of the 2030 Agenda, in accordance with each entity's mandate;

4. *Encourages* UNFPA to collaborate with UNDP, UNICEF and UN-Women to continue to harmonize their approaches to results reporting on their strategic plans, which, inter alia, will help to capture their contributions to collective outcomes;

5. *Requests* UNFPA to provide all relevant documents at least 10 days prior to any consultation.

3 February 2017

2017/8
Overview of decisions adopted by the Executive Board at its first regular session 2017

The Executive Board

Recalls that during its first regular session 2017, it:

Item 1
Organizational matters

Elected the following members of the Bureau for 2017:

President:	H.E. Mr. Ib Petersen (Denmark)
Vice-President:	H.E. Mr. Omar Annakou (Libya)
Vice-President:	Mr. Talal Aljamali (Yemen)
Vice-President:	H.E. Ms. Laura Elena Flores Herrera (Panama)
Vice-President:	Ms. Carolina Popovici (Republic of Moldova)

Adopted the agenda and approved the workplan for its first regular session 2017 (DP/2017/L.1);

Approved the report of the second regular session 2016 (DP/2017/1);

Adopted the annual workplan of the Executive Board for 2017 (DP/2017/CRP.1);

Approved the tentative workplan for the annual session 2017;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2017:

Annual session:	30 May to 9 June 2017
Second regular session:	5 to 11 September 2017.

UNDP segment

Adopted decision 2017/1, expression of appreciation to Ms. Helen Clark, Administrator of the United Nations Development Programme, 2009-2017;

Item 2

UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7:

Africa: Botswana (DP/DCP/BWA/2); Chad (DP/DCP/TCD/3);
Latin America and the Caribbean: Haiti (DP/DCP/HTI/3);

Item 3
Evaluation

Adopted decision 2017/2 on the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption and management response; and the evaluation of disability-inclusive development at UNDP and management response;

Item 4
Financial, budgetary and administrative matters

Adopted decision 2017/3 on the evaluation of the pilot activities carried out under the direct budget support policy;

UNFPA segment

Item 5
UNFPA: Country programmes and related matters

Approved the following UNFPA country programmes in accordance with decision 2014/7:

Botswana (DP/FPA/CPD/BWA/6); and Haiti (DP/FPA/CPD/HTI/6);

Approved the second one-year extension of the country programme for Somalia (DP/FPA/2017/3);

Item 6
Evaluation

Adopted decision 2017/4 on the thematic evaluation on UNFPA support to adolescents and youth (2008-2015);

UNOPS segment

Heard the UNOPS Executive Director give a statement;

Joint segment

Item 8
Recommendations of the Board of Auditors

Adopted decision 2017/5 on the recommendations of the Board of Auditors, related to the following reports: UNDP and United Nations Capital Development Fund (UNCDF): Report on the implementation of the recommendations of the Board of Auditors, 2015 (DP/2017/11); UNFPA: Follow-up to the report of the United Nations Board of Auditors for 2015: Status of implementation of recommendations (DP/FPA/2017/1); and UNOPS: Report on the implementation of the recommendations of the Board of Auditors for 2015 (DP/OPS/2017/1);

Item 9
Follow-up to the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board Meeting

Took note of the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2017/12–DP/FPA/2017/2);

Item 10
Other matters

Adopted decision 2017/6 on the elaboration of the UNDP strategic plan, 2018-2021.
Adopted decision 2017/7 on the elaboration of the UNFPA strategic plan, 2018-2021.

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the road map to the UNCDF Strategic Framework, 2018-2021;
Briefing on the UNDP Strategic Plan, 2018-2021;
Briefing on the road map to the United Nations Volunteers Strategic Framework, 2018-2021;

UNFPA

Briefing on the UNFPA Strategic Plan, 2018-2021;
Briefing on UNFPA humanitarian response funding;
Special event: Data systems within the framework of the Sustainable Development Goals.

3 February 2017

2017/9
Special session 2017

The Executive Board

In accordance with Rule 1, paragraph 3 of the Rules of Procedure of the Executive Board, *decides* to convene a special session in November 2017 for the purpose of considering and adopting the UNDP strategic plan and integrated budget for the period 2018-2021.

8 June 2017

2017/10
Cumulative review of the UNDP Strategic Plan, 2014-2017 and annual report of the Administrator

The Executive Board

1. *Takes note* of the cumulative review of the third year of implementation of the Strategic Plan, 2014-2017 (document DP/2017/15) and its annexes;

2. *Takes note* of the enhanced analysis introduced by UNDP to identify reasons behind lower performance and report lessons learned as well as measures taken to improve identified weaknesses during the implementation of the Strategic Plan;

3. *Takes note* of the additional analysis provided in annex 1 presenting results achieved to date against the final 2017 targets by output;

4. *Urges* UNDP to accelerate progress and meet the 2017 targets as set out in the integrated results and resources framework for all development and institutional effectiveness outputs;

5. *Requests* UNDP to incorporate the lessons learned from the relevant analyses of performance under the current Strategic Plan, including the assessment of UNDP

institutional effectiveness and the evaluation of the Strategic Plan itself, in the formulation of the new strategic plan, and urges UNDP to strengthen outputs, outcome and impact indicators in consultation with programme implementing units in the organization;

6. *Recognizes* the inter-agency efforts made to harmonize the report card methodology and format, and requests UNDP to continue consultations with United Nations funds and programmes for further alignment of reporting;

7. *Urges* UNDP to continue to align its results architecture with the Sustainable Development Goals framework, in coordination with other United Nations funds and programmes, to help measure performance in supporting implementation of the 2030 Agenda;

8. *Requests* UNDP to include in its future annual reports information on the development context of countries while reporting on strategic plan outputs;

9. *Welcomes* the annual report of the Administrator on the implementation of the UNDP gender equality strategy in 2016 and the achievements in this regard;

10. *Expresses concern* that UNDP is not meeting all its benchmarks for projects that have gender equality as a principal objective and encourages UNDP to take necessary corrective measures in this regard;

11. *Notes* that the inclusion of gender equality results and indicators in the present Strategic Plan and integrated results and resources framework, as well as the gender equality strategy, have been useful to advance UNDP work on gender equality and women's empowerment, and requests UNDP to incorporate lessons learned from the implementation of the current gender equality strategy in the next strategic plan and integrated results and resources framework to further advance gender equality and women's empowerment.

8 June 2017

2017/11
Cumulative review of the UNDP integrated budget, 2014-2017

The Executive Board

1. *Takes note* of the cumulative review of the integrated budget, 2014-2017 (document DP/2017/16) and its annexes;

2. *Recalls* Executive Board decision 2015/16 which emphasized that regular resources are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, encourages UNDP to further mobilize these resources while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;

3. *Expresses concern* about the negative effects of decreased funding, particularly on the UNDP capacity for programmatic activities, development effectiveness and provision of technical advisory services to country offices;

4. *Emphasizes* the need for UNDP to continue to improve transparency in the use of resources to achieve programme results and to enhance organizational effectiveness and efficiency and *requests* UNDP to present in its future financial planning and reports a higher level of detail on the way regular (core) resources are attributed and used, inter alia with regard to staff costs, programming arrangements, programmatic budget lines, oversight functions, development effectiveness and the special purpose activities budget line;

5. *Acknowledges* progress made by UNDP in cost alignment through implementation of the cost-recovery policy, notes that UNDP should make further progress and encourages UNDP contributors to adhere to the aspects of the cost-recovery policy approved by the Executive Board in decision 2013/9;

6. *Recalls* decision 2013/9 in which the Executive Board requested UNDP to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the 2016 annual session of the Executive Board, notes that this process has been delayed and requests UNDP, together with UNFPA, UN-Women and UNICEF, to continue the consultations with Member States with regard to the cost-recovery policy and to present evidence-based proposals for harmonized cost-recovery policies of UNDP, UNFPA, UN-Women and UNICEF, with adjustments if required, for consideration by the respective Executive Boards no later than their annual sessions in 2018;

7. *Recalls* decision 2016/5 and requests UNDP to incorporate relevant lessons learned from the integrated budget, 2014-2017, inter alia with regard to results-based budgeting, in the preparation of the integrated budget for 2018-2021;

8. *Requests* that UNDP provide details on all relevant funding sources, including regular resources and, for informational purposes, other resources, in the development of the next integrated budget.

8 June 2017

2017/12
UNDP evaluation

The Executive Board

With regard to the annual report on evaluation, 2016 (document DP/2017/20):

1. *Takes note* of the summary and of the full annual report;

2. *Requests* UNDP to address the issues raised in the annual report and its UNDP management response;

3. *Approves* the 2017 proposed budget, requests that the Independent Evaluation Office budget reach 0.2 per cent of the UNDP budget, as stipulated in the UNDP evaluation policy, and approves the workplan for the Independent Evaluation Office for 2017;

4. *Requests* UNDP to further advance collaboration and joint evaluation work with other United Nations entities, especially United Nations funds and programmes;

5. *Encourages* UNDP management to work with the Independent Evaluation Office to continue its efforts to strengthen the quality and process of decentralized evaluations and to use the evaluations as learning and knowledge management tools to enhance future programmes;

With regard to the joint assessment of the institutional effectiveness of UNDP (document DP/2017/21) and the management response thereto (document DP/2017/22):

6. *Takes note* of the assessment, which is a collaborative joint effort of the Independent Evaluation Office and the Office of Audit and Investigations, its conclusions and recommendations, and the response from UNDP management;

7. *Notes* that the inclusion of organizational effectiveness and efficiency results and indicators in the Strategic Plan, 2014-2017 and integrated results and resources framework has been useful to advance organizational effectiveness and efficiency and to inform the Executive Board on progress in this regard;

8. *Requests* UNDP to implement the recommendations of the assessment, taking into account its findings and conclusions, and to draw lessons learned when developing the strategic plan, 2018-2021, and to include effectiveness and efficiency results indicators in the plan and the integrated results and resources framework, 2018-2021, to ensure adequate monitoring and evaluation of programmes, especially at country level;

9. *Requests* that UNDP continue its efforts to improve organizational effectiveness and efficiency by: (a) utilizing theories of change to underpin programming; strengthening results-based reporting; strengthening learning and knowledge management; strengthening a culture of learning; and improving transparency and accountability throughout the organization at all levels; and (b) assessing staffing, capacities and resources at regional centres and hubs, including their financial sustainability, to optimize the working model and knowledge management between headquarters, regional and country levels;

With regard to the evaluation of the strategic plan to be presented to the Executive Board at its second regular session 2017

10. *Requests* the Independent Evaluation Office to ensure the timely publication of the evaluation of the UNDP Strategic Plan, Global Programme and Regional Programmes, 2014-2017, in order for the evaluation to be considered by the Executive Board at the second regular session in September 2017, in the context of developing the new strategic plan;

11. *Requests* that UNDP build on lessons learned from the current Strategic Plan and Integrated Results and Resources Framework, 2014-2017, and the findings, conclusions and recommendations of relevant evaluations and the joint assessment of the institutional effectiveness of UNDP when developing the strategic plan and integrated results and resources framework, 2018–2021.

8 June 2017

2017/13

United Nations Capital Development Fund: integrated annual report on results for 2016 and cumulative report on the strategic framework, 2014-2017

The Executive Board

1. *Takes note* of the results achieved by the United Nations Capital Development Fund (UNCDF) in 2016;

2. *Notes* that the cumulative review of its strategic framework, 2014-2017, confirms the continued strong performance of UNCDF against set targets;

3. *Notes* however the negative impact of the shortfall in regular resources on the UNCDF country presence, innovation space, and capital investment flexibility;

4. *Expresses* concern that regular resources remain short of the $25 million per year target agreed in the strategic framework, and notes with concern that, as a result, the number of least developed countries (LDCs) supported by UNCDF is at risk of further decline;

5. *Welcomes* the steps taken to prepare the next UNCDF strategic framework, 2018-2021, in a consultative manner with the Board, and welcomes that as part of that process UNCDF has been developing results-to-resources scenarios to clarify the choices that can drive the UNCDF business and funding model in the future;

6. *Calls on* Member States in a position to do so to contribute to UNCDF regular resources to ensure that it can reach the target of $25 million per year in regular resources;

7. *Recognizes* the strategic positioning of UNCDF in the current financing for development landscape and the strong relevance of UNCDF innovations and 'last mile' finance models in catalysing additional resources into LDCs, and to this end encourages UNCDF to continue optimizing its financial toolbox through its effective use of grants, loans, and guarantees.

8 June 2017

2017/14
Annual report of the UNFPA Executive Director: progress made in implementing the strategic plan, 2014-2017

The Executive Board

1. *Takes note* of the documents that make up the report of the Executive Director, DP/FPA/2017/4 (Part I, Part I Add.1 and Part II), including the relevant annexes available on the UNFPA website;

2. *Notes with appreciation* the progress achieved in implementing the results frameworks of the UNFPA strategic plan, 2014-2017;

3. *Requests* that UNFPA take into account the findings and conclusions of and build on and integrate lessons learned from the current strategic plan and integrated results and resources framework for 2014-2017, and the findings, conclusions and recommendations of relevant evaluations, including the evaluation of the architecture supporting the operationalization of the UNFPA strategic plan, 2014-2017, when developing the strategic plan and integrated results and resources framework for 2018-2021;

4. *Requests* UNFPA management to provide an oral update to the Executive Board, at its second regular session 2017, and also to report, at its annual session 2018, on the implementation of the seven recommendations of the evaluation of the architecture supporting the operationalization of the UNFPA strategic plan, 2014-2017;

5. *Recognizes* the inter-agency efforts made to harmonize the report methodology and format, and requests UNFPA to continue consultations with United Nations funds and programmes for further alignment of reporting;

6. *Urges* UNFPA to continue to align its results architecture with the Sustainable Development Goals framework, in coordination with other United Nations funds and programmes, to help measure performance in supporting implementation of the 2030 Agenda;

7. *Requests* UNFPA to include in its future annual reports a more detailed analysis and reflection on the challenges and lessons learned per outcome area and on the collaboration and coordination within the United Nations system;

8. *Encourages* UNFPA in its future annual reports to include a more detailed analysis of the results achieved with regular (core) resources;

9. *Expresses concern* about the negative effects of decreased funding on achieving the outputs of the strategic plan, and, in this regard, requests UNFPA, to further explore incentives and mechanisms to encourage donor countries and other countries in a position to do so to increase and prioritize regular resources contributions to facilitate a shift to less restricted other resources, aligned to the strategic plan, and to broaden the donor base and attract new sources of funding, including through new approaches to resource mobilization and new forms of support from diversified sources;

10. *Welcomes* the different efficiency measures implemented by UNFPA management, *and urges* UNFPA to build on its efforts in this regard;

In relation to the development of the integrated budget, 2018-2021

11. *Emphasizes* the need for UNFPA to continue to improve transparency in the use of resources to achieve programme results and to enhance organizational effectiveness and efficiency, *and requests* UNFPA to present in its future financial planning and reports a higher level of detail on the way regular (core) resources are attributed and used;

12. *Acknowledges* progress made by UNFPA in cost alignment through implementation of the cost-recovery policy, notes that UNFPA should make further progress, and encourages UNFPA contributors to adhere to the aspects of the cost-recovery policy approved by the Executive Board in decision 2013/9;

13. *Recalls* decision 2013/9, in which the Executive Board requested UNFPA to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the 2016 annual session of the Executive Board, notes that this process has been delayed, and requests UNFPA, together with UNDP, UNICEF and UN-Women, to continue the consultations with Member States with regard to the cost-recovery policy and to present evidence-based proposals for harmonized cost-recovery policies of UNDP, UNFPA, UNICEF and UN-Women, with adjustments, if required, for consideration by the respective Executive Boards no later than their annual sessions in 2018.

8 June 2017

2017/15
UNFPA evaluation

The Executive Board

1. *Takes note* of the present report on the evaluation function at UNFPA (DP/FPA/2017/5);

2. *Also takes note* of the Evaluation Office workplan for 2017 (annex I);

3. *Reaffirms* the role played by the evaluation function at UNFPA and underscores the importance of high-quality independent evaluation evidence in supporting the new UNFPA strategic plan, 2018-2021, and contributing to the implementation of the 2030 Agenda for Sustainable Development;

4. *Encourages* UNFPA management to work with the Evaluation Office to continue its efforts to strengthen the implementation rate and coverage of decentralized evaluations and to use the evaluations as learning and knowledge management tools to enhance future programmes;

5. *Requests* UNFPA to further advance collaboration and joint evaluation work with other United Nations entities, especially United Nations funds and programmes;

6. *Also requests* the Evaluation Office to present a revision of the current quadrennial evaluation plan, focusing on the remaining period (2018-2019), and propose the inclusion of 2020-2021 in the plan, aligning it with the forthcoming UNFPA strategic plan, 2018-2021;

7. *Further requests* a report on the state of the evaluation function at UNFPA in 2018.

8 June 2017

2017/16
Annual report of the UNOPS Executive Director

The Executive Board

1. Recognizes the contributions of UNOPS to the operational results of Governments, the United Nations and other partners in 2016, through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

2. *Takes note* of the progress made in advancing the potential for facilitating partnerships for social impact investments in the areas of the UNOPS mandate;

3. *Acknowledges* efforts made to enhance reporting on the contributions of UNOPS to partners' sustainable results, including the pursuit of best practices and recognized standards;

4. *Welcomes* the progress made in implementing the UNOPS strategic plan, 2014-2017, as calibrated through the midterm review, which reconfirms the viability of its unique demand-driven business model and establishes strong foundations for UNOPS to support Member States' achievement of the 2030 Agenda;

5. *Also welcomes* the UNOPS annual report on the recommendations of the Joint Inspection Unit and the considerable progress made in implementing recommendations of relevance to UNOPS.

8 June 2017

2017/17
Reports of UNDP, UNFPA and UNOPS on internal audit and investigations

The Executive Board

1. *Welcomes* the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2016;

2. *Notes* the efforts to implement outstanding audit recommendations from previous reports, and calls for further improvement;

3. *Recalls* decision 2016/13, in which the Board expressed concern about recurring weaknesses for both UNDP and UNFPA related to programme management, procurement, governance and financial management, notes that similar challenges have been identified in the 2016 reports, and underscores the urgent need to intensify efforts to address these issues;

4. *Takes note with concern* of the 'partially satisfactory' rating for 2016 in the opinions on the governance, risk management and control frameworks of UNDP and UNFPA, and urges UNDP and UNFPA to prioritize action to address the findings and recommendations on their respective governance, risk management and control frameworks;

With regard to UNDP

5. *Takes note* of the report on internal audit and investigations (DP/2017/26);

6. *Takes note with appreciation* of the annual report of the Audit and Evaluation Advisory Committee;

7. *Requests* management to continue to strengthen the internal audit and investigation oversight of UNDP in all areas, including procurement, programme management, financial management and fraud detection;

8. *Expresses particular concern* that weaknesses in procurement management have become a recurring issue in the audit reports, and expects UNDP to rectify this in a more thorough and strategic manner;

9. *Welcomes* the establishment by UNDP of a cross-functional task force to increase the rate of recovery of defrauded assets and the improvement in recovery of funds, and urges UNDP to further its efforts in this matter;

10. *Requests* management to provide regular updates on recovery of assets, including recovery trends, to the Executive Board at its annual session;

With regard to UNFPA

11. *Takes note* of the report on internal audit and investigation activities of the UNFPA Office of Audit and Investigation Services (DP/FPA/2017/6), the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the UNFPA framework of governance, risk management and control (DP/FPA/2017/6/Add.1), the annual report of the Audit Advisory Committee (DP/FPA/2017/6/Add.2), and the management response (DP/FPA/2017/CRP.4) thereto and to the present report;

12. *Expresses* its continuing support for the audit and investigation functions at UNFPA, and for the provision of appropriate and sufficient resources to discharge their mandate, including by filling all vacancies in the Office of Audit and Investigation Services with competent personnel;

13. *Notes* the Audit Advisory Committee's concern regarding delays in the audit process, and urges UNFPA management to facilitate the audit process in a timely manner;

14. *Acknowledges and supports* the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities;

With regard to UNOPS

15. *Takes note* of the annual report of the Internal Audit and Investigations Group for 2016 and the management response thereto;

16. *Takes note* of the progress made in implementation of audit recommendations, including those that are more than 18 months old;

17. *Takes note* of the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the organization's framework of governance, risk management and control (in line with Executive Board decision 2015/13);

18. *Takes note* of the annual report of the Audit Advisory Committee for 2016 (in line with Executive Board decision 2008/37).

8 June 2017

2017/18
Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board

1. *Welcomes* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2017/27, DP/FPA/2017/7 and DP/OPS/2017/4);

2. *Urges* UNDP, UNFPA and UNOPS to continue to provide adequate resources to their ethics offices to ensure that they can carry out their work effectively;

3. *Encourages* UNDP, UNFPA and UNOPS and their respective ethics offices to continue efforts to ensure that ethics remains a guiding force in their business operations;

With regard to UNDP

4. *Notes* the progress made by the UNDP Ethics Office in strengthening the ethical culture in UNDP, including training, raising ethics awareness and protection against retaliation;

5. *Further notes* the successful implementation in 2016 of all prior open UNDP Ethics Office management recommendations and the overall improvement in responses to ethics-related questions in the latest UNDP general staff survey;

With regard to UNFPA

6. *Notes* the progress of the work of the UNFPA Ethics Office, and takes note of its recommendations made to management.

8 June 2017

2017/19
Overview of decisions adopted by the Executive Board at its annual session 2017

The Executive Board

Recalls that during its annual session 2017, it:

Item 1
Organizational matters

Adopted the agenda and approved the workplan for its annual session 2017 (DP/2017/L.2);

Approved the report of the first regular session 2017 (DP/2017/13);

Approved the tentative workplan for the second regular session 2017;

Adopted decision 2017/9 in which it decided to convene a special session in November 2017 for the purpose of considering and adopting the UNDP strategic plan and integrated budget for the period 2018-2021;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2017:

Second regular session:	5 to 11 September 2017
Special session:	November 2017.

UNDP segment

Item 2
Annual report of the Administrator

Adopted decision 2017/10 on the cumulative review of the UNDP Strategic Plan, 2014-2017 and annual report of the Administrator.

Item 3
Financial, budgetary and administrative matters

Adopted decision 2017/11 on the cumulative review of the UNDP integrated budget, 2014-2017.

Item 4
UNDP strategic plan, 2018-2021

Heard presentations and commented on the zero draft of the strategic plan (DP/2017/CRP.2) and integrated results and resources framework for 2018-2021.

Item 5
Gender equality at UNDP

Took note of the annual report on the implementation of the UNDP gender equality strategy in 2016 (DP/2017/18).

Item 6
Human Development Report

Took note of the update on the Human Development Report consultations.

Item 7
Country programmes and related matters

Approved the following country programme in accordance with decision 2014/7: Cameroon (DP/DCP/CMR/3);

Took note of the first one-year extensions of the country programmes for Lesotho and Liberia, already approved by the Administrator (DP/2017/19);

Approved the second one-year extension of the country programme for Burundi (DP/2017/19).

Item 8
Evaluation

Adopted decision 2017/12 on the annual report on evaluation, 2016 and the joint assessment of the institutional effectiveness of UNDP and management response.

Item 9
United Nations Capital Development Fund

Adopted decision 2017/13 on the UNCDF integrated annual report on results for 2016 and cumulative report on the strategic framework, 2014-2017.

UNFPA segment

Item 10
Annual report of the UNFPA Executive Director

Adopted decision 2017/14 on the annual report of the UNFPA Executive Director: progress made in implementing the strategic plan, 2014-2017.

Item 11
UNFPA evaluation

Adopted decision 2017/15 on UNFPA evaluation.

Item 12
UNFPA strategic plan, 2018-2021

Heard presentations and commented on the draft UNFPA strategic plan, 2018-2021 (DP/FPA/2017/CRP.6) and related annexes.

Item 13
UNFPA country programmes and related matters

Approved, in accordance with decision 2014/7, the UNFPA country programme for Cameroon (DP/FPA/CPD/CMR/7);

Took note of the one-year extension for the UNFPA country programme for Nicaragua (DP/FPA/2017/8).

UNOPS segment

Item 14
United Nations Office for Project Services

Adopted decision 2017/16 on the annual report of the Executive Director.

Joint segment

Item 15
Internal audit and oversight

Adopted decision 2017/17 on the reports of UNDP, UNFPA and UNOPS on internal audit and investigations.

Item 16
Reports of the ethics offices of UNDP, UNFPA and UNOPS

Adopted decision 2017/18 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the preliminary findings and conclusions of the evaluation of the UNDP Strategic Plan, 2014-2017, and Global and Regional Programmes, and preliminary management response;

Briefing on the early findings of the evaluation of the United Nations Volunteers programme (UNV) strategic framework 2014-2017 results, and the UNV strategic framework, 2018-2021;

Briefing on the UNCDF strategic framework, 2018-2021;

Informal consultation on the UNDP integrated budget, 2018-2021;

UNFPA

Tribute to the late Dr. Babatunde Osotimehin, Executive Director of UNFPA;
Informal consultation on the UNFPA integrated budget, 2018-2021.

8 June 2017

2017/20
UNDP structured funding dialogue

The Executive Board

1. *Takes note of* the annual review of the financial situation, 2016 (DP/2017/30 and DP/2017/30/Add.1) and the report on the status of regular funding commitments to UNDP and its funds and programmes for 2017 and onwards (DP/2017/31);

2. *Emphasizes* that regular resources, because of their untied nature, are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, reiterates the need for UNDP to address, on a continuous basis, the imbalance between core/regular and non-core/other resources, while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;

3. *Requests* that UNDP improve future structured funding dialogues in line with decision 2017/11 and in that regard, requests UNDP to present a proposal to the Board no later than the second regular session of 2018 on how it plans to use structured funding dialogues as a tool to improve the quality and transparency of funding and better match resources to the outcomes of the strategic plan 2018-2021;

4. *Encourages* UNDP to present to the Board, for the structured funding dialogues, an overview of funding gaps and an analysis of their impact on the implementation of the strategic plan, taking into account both regular and other resources;

5. *Urges* Member States to continue their dialogue with UNDP on the importance of regular resources and flexible other resources, as the restrictive nature of earmarked resources could limit the UNDP capacity to deliver on its strategic results;

6. *Recalls* the importance of funding predictability and of the effective use of the resources entrusted to UNDP;

7. *Urges* donor countries and other countries in a position to do so to maintain and substantially increase their contributions, in a manner consistent with their capacities, to the core/regular budget of UNDP and to contribute on a multi-year basis, in a sustained, timely and predictable manner;

8. *Encourages* those countries which have not contributed to regular resources in the past to consider doing so;

9. *Requests* UNDP to continue the dialogue with programme countries with respect to fulfilling their contributions to government local office costs;

10. *Urges* UNDP to consider the importance of greater efficiency and effectiveness as part of the dialogue related to the strategic plan and integrated budget for 2018-2021, without negatively affecting programme delivery;

11. *Urges* UNDP to take a more a proactive role by engaging in strategic financing dialogues directly with Member States and other funding partners, in full respect of General Assembly decision 70/224 of 23 February 2016 on global partnerships, with a view to diversifying potential sources of funding, especially core funding, in alignment with the core principles of the United Nations development system and General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, with full respect for the national priorities of programme countries;

12. *Notes* the negative impact of currency fluctuations on both regular and other resources, welcomes the efforts taken to manage exchange rate fluctuations through hedging and urges UNDP to further develop its response to currency fluctuations;

13. *Encourages* UNDP, in collaboration with UNFPA, UNICEF and UN-Women, to find effective and practicable ways to harmonize administrative and financial systems to facilitate joint programming and implementation, and to present information on progress made in this regard to the Executive Board.

11 September 2017

2017/21
Evaluation of the UNDP strategic plan, global and regional programmes, 2014-2017, and management response

The Executive Board

1. *Takes note of* the evaluation of the UNDP Strategic Plan and global and regional programmes, 2014–2017 (DP/2017/32), and the management response thereto (DP/2017/33);

2. *Requests* the Independent Evaluation Office to ensure adequate and comprehensive coverage of all aspects of the UNDP mandate, in particular focusing on UNDP work on poverty reduction, as provided for in decision 2016/17, in future evaluations of the strategic plans;

3. *Emphasizes* that the overarching objectives of UNDP should remain consistent with the Charter of the United Nations and General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to help address and meet national development priorities and needs;

4. *Requests* UNDP to take into account, as appropriate, the recommendations of all relevant evaluations when formulating the next strategic plan for 2018-2021, and related global and regional programmes;

5. *Requests* UNDP leadership to continue to enhance efforts to create an environment that welcomes critical reflection and continuous organizational learning for improved results and institutional effectiveness, and to make significant progress towards results-based budgeting and assessing programmes' value for money;

6. *Requests* that the UNDP Independent Evaluation Office provide at the first regular session 2018 a new multi-year evaluation plan that includes a comprehensive evaluation of the next UNDP strategic plan, to be carried out at its conclusion in four years' time.

11 September 2017

2017/22
Review of the United Nations Capital Development Fund operational reserve

The Executive Board

1. *Recalls* decision 79/21 of the Governing Council (now the Executive Board), which approved the current methodology for determining the operational reserve;

2. *Takes note of* the present management review of the UNCDF operational reserve, based on the independent analysis undertaken to assess alternative methodologies for calculating the UNCDF operational reserve, for regular and other resources;

3. *Approves* the formula recommended by UNCDF management for calculating the level of the operational reserve for regular and other resources;

4. *Requests* inclusion of the results arising from the revised methodology in the UNCDF budget and financial statements commencing in 2017.

11 September 2017

2017/23
UNFPA strategic plan, 2018-2021

The Executive Board

1. *Welcomes* the transparent and consultative process undertaken by UNFPA in developing the strategic plan, 2018-2021 (DP/FPA/2017/9);

2. *Notes* the efforts undertaken by UNFPA to align its strategic plan with United Nations General Assembly resolution 70/1 on the 2030 Agenda for Sustainable Development and with General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

3. *Endorses* the UNFPA strategic plan, 2018-2021 (DP/FPA/2017/9), and *takes note* of its annexes and the common chapter, subject to the provisions of the present decision;

4. *Requests* UNFPA, if changes are made to the common chapter, to align it with UNDP, UNICEF and UN-Women after endorsement by their respective Executive Boards, and resubmit it for endorsement by the UNFPA Executive Board, and *encourages* UNFPA to provide details on its implementation in its annual reporting and, when applicable and as appropriate, at the joint meeting of the executive boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP;

5. *Also requests* UNFPA to provide baselines and targets for the integrated results and resources framework (annex 1) at the first regular session 2018 of the Executive Board;

6. *Further requests* UNFPA to implement its strategic plan, its annexes and the common chapter in accordance with the Programme of Action of the International Conference on Population and Development, the Beijing Declaration and Platform for Action and the outcome documents of their reviews, while taking note of the outcome documents of the regional review conferences on population and development, and stressing that those outcomes provide region-specific guidance on population and development beyond 2014 for each region that adopted the particular outcome document, as well as in accordance with the 2030 Agenda for Sustainable Development, with the agreement and consent of the host country, taking into account the different national legislation and cultural backgrounds, capacities and levels of development, and respecting national policy space, while remaining consistent with relevant international rules and commitments, and in conformity with universally recognized international human rights;

7. *Requests* UNFPA to present in the annual report of the Executive Director the progress on the implementation of the UNFPA strategic plan, 2018-2021, and *also requests* UNFPA to present a midterm review of its strategic plan, 2018-2021, its annexes and the common chapter, to the Executive Board at its annual session 2020, taking into account decisions by Member States on the Secretary-General's proposals responding to General Assembly resolution 71/243.

11 September 2017

2017/24
UNFPA integrated budget, 2018-2021

The Executive Board

1. *Welcomes* the UNFPA integrated budget, 2018-2021 (DP/FPA/2017/10), submitted in conjunction with the UNFPA strategic plan, 2018-2021 (DP/FPA/2017/9);

2. *Requests* UNFPA to revise the integrated budget, 2018-2021, based on the results of the comprehensive resources review, in order to increase efficiency and improve the balance between the institutional budget and programmes, in light of the overall decrease in expected resources, with the revised budget to be presented at the second regular session of 2018;

3. *Also requests* UNFPA to take a strategic approach in continuing to identify further savings and efficiency measures, ensuring that functions that contribute to organizational effectiveness and efficiency outputs under the strategic plan, 2018-2021, are maintained;

4. *Welcomes* the improved results focus and the enhanced linkages with the strategic plan results and harmonized methodology and presentation, including cost classification, attribution and recovery;

5. *Takes note* of the results and resource requirements in the UNFPA integrated budget estimates for 2018-2021, including linkages of results and resources, as contained in document DP/FPA/2017/10;

6. *Also takes note* of the presentation of activities and associated costs reflected in document DP/FPA/2017/10, with a deferral of the establishment of the Premise Capital Plan, as outlined in the revised table 1 on the integrated resource plan, 2018-2021, shared on 6 September 2017 [DP/FPA/2017/10/Corr.1];

7. *Approves* the gross resources in the amount of $708.4 million, representing the institutional budget estimates for 2018-2021, *notes* that these estimates include an amount of $146.8 million for indirect cost recovery from other resources, and *further notes* that any additional resources mobilized should be attributed to programming;

8. *Authorizes* $153.9 million of the projected regular resources, as a ceiling for global and regional interventions for 2018-2021, noting that this amount cannot be exceeded without approval by the Executive Board, and *requests* UNFPA to report on implementation of, and funds spent on, global and regional interventions in an annex to the annual report of the Executive Director;

9. *Recalls* Executive Board decision 2015/3, *approves* an annual amount of $5 million of regular resources for the emergency fund and the humanitarian response reserve, and *reaffirms* the existing authorization for the UNFPA Executive Director to increase the emergency fund by up to $2 million beyond the ceiling in a given year if the number and extent of the emergencies so warrant;

10. *Endorses* the proposal of the Executive Director, similar to decisions 2008/6, 2012/13 and 2013/32, *decides* to grant exceptional authority during 2018-2021 to access up to an additional $5.4 million in regular resources for security measures, provided these are used

for new and emerging security mandates, as defined by the directives of the United Nations Department of Safety and Security, and *requests* UNFPA to report to the Executive Board on the use of those funds in its annual statistical and financial review.

11 September 2017

2017/25
UNFPA structured funding dialogue

The Executive Board

1. *Takes note* of the report on contributions by Member States and others to UNFPA and revenue projections for 2017 and future years (DP/FPA/2017/11);

2. *Emphasizes* that regular resources are the bedrock of UNFPA and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and encourage UNFPA to further mobilize these resources while continuing to mobilize supplementary resources for thematic funds and programmes;

3. *Requests* that UNFPA improve future structured funding dialogues and in that regard, *also requests* UNFPA to present a proposal to the Board no later than the second regular session of 2018 on how it plans to use structured funding dialogues as a tool to improve the quality and transparency of funding and better match resources to the outcomes of the strategic plan 2018-2021;

4. *Encourages* UNFPA to present to the Board, for the structured funding dialogues, an overview of funding gaps and an analysis of their impact on the implementation of the strategic plan, taking into account both regular and other resources;

5. *Encourages* all Member States to increase their contributions to regular resources, not least to ensure that UNFPA can cover the current critical gap in core resources, and also encourages countries in a position to do so to make contributions during the first half of the year and to make multi-year pledges in order to ensure effective programming;

6. *Also encourages* all programme country Governments to expand their contributions to programmes in their own countries;

7. *Requests* UNFPA to continue to further explore incentives and mechanisms to encourage donor countries and Member States in a position to do so to increase and prioritize regular resources contributions, including through continued improvement in transparency in the use of resources and linking of funding to results, to facilitate a shift to less restricted other resources, aligned to the Strategic Plan, and to broaden the donor base and attract new sources of funding, including through new approaches to resource mobilization and new forms of support from diversified sources;

8. *Further requests* UNFPA to continue to elaborate proposals for predictable and sustainable funding of the strategic plan and to regularly engage with the Executive Board on funding issues throughout the year;

9. *Emphasizes* that UNFPA needs strong political and increased financial support as well as predictable regular resources, in order to enhance its assistance to countries, to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks, to achieve the internationally agreed development goals, and to support countries in advancing the 2030 Agenda for Sustainable Development.

10. *Notes* the negative impact of currency fluctuations on both regular and other resources, welcomes the efforts taken to manage exchange rate fluctuations through hedging and urges UNFPA to further develop its response to currency fluctuations;

11. *Encourages* UNFPA, in collaboration with UNDP, UNICEF and UN-Women, to find effective and practicable ways to harmonize administrative and financial systems to facilitate joint programming and implementation, and to present information on progress made in this regard to the Executive Board.

11 September 2017

2017/26
UNOPS strategic plan, 2018-2021

The Executive Board

1. *Endorses* the strategic plan, 2018-2021, recognizing its solid foundation in Member State decisions, policy guidance and international agreements and the needs of people and countries, including in the most fragile situations;

2. *Expresses* support for the strategic goals of UNOPS and the ambition it has set out to achieve to fulfil its mission, vision and purpose;

3. *Encourages* the UNOPS approach of embedding sustainable implementation practices;

4. *Supports* the ambition to focus knowledge management on efforts to harness expertise for integrated service offerings and specialized solutions, based on realized or anticipated demand towards specific goals and operational contexts;

5. *Expresses* its appreciation for the UNOPS intent to engage more strategically with Governments and other partners;

6. *Urges* entities of the United Nations system to recognize the comparative advantages and technical expertise of UNOPS and engage in collaborative strategic partnerships for efficiency and effectiveness, including at the country level;

7. *Encourages* UNOPS in its continued pursuit of organizational excellence and attention to ensuring investment to build organizational capabilities and protect its unique business model for the future.

11 September 2017

2017/27
UNOPS biennial budget estimates, 2018-2019

The Executive Board

1. *Approves* the net revenue target;

2. *Endorses* the two-year aspiration of UNOPS with respect to its management results and the targeting of resources to support its contribution goals.

11 September 2017

2017/28
Annual statistical report on the procurement activities of the United Nations system, 2016

The Executive Board

1. *Takes note of* the annual statistical report on the procurement activities of the United Nations system, 2016 (DP/OPS/2017/8);

2. *Welcomes* the data and analysis contained therein.

11 September 2017

2017/29
Overview of the decisions adopted by the Executive Board at its second regular session 2017

The Executive Board

Recalls that during its second regular session 2017, it

Item 1
Organizational matters

Adopted the agenda and approved the workplan for its second regular session 2017 (DP/2017/L.3);

Approved the report of the annual session 2017 (DP/2017/28);

Approved the tentative workplans for the special session 2017 and the first regular session 2018.

UNDP segment

Items 2 and 4
Annual report of the Administrator and UNDP strategic plan, 2018-2021, including financial, budgetary and administrative matters

Heard a statement by the Administrator and held discussions on the preparation of the strategic plan and integrated budget, 2018-2021, to be adopted at the special session on 28 November 2017.

Item 3
UNDP structured funding dialogue

Adopted decision 2017/20 on the UNDP structured funding dialogue.

Item 5
UNDP evaluation

Adopted decision 2017/21 on the evaluation of the UNDP Strategic Plan, global and regional programmes, 2014-2017, and management response.

Item 6
UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7

Africa: Central African Republic (DP/DCP/CAF/3); Guinea (DP/DCP/GIN/3); and Nigeria (DP/DCP/NGA/3).

Arab States: Sudan (DP/DCP/SDN/3).

Asia and the Pacific: India (DP/DCP/IND/3); Nepal (DP/DCP/NPL/3); Papua New Guinea (DP/DCP/PNG/2); Sri Lanka (DP/DCP/LKA/3); and the subregional programme for the Pacific Island countries and territories (DP/DSP/PIC/2).

Europe and the Commonwealth of Independent States: Kyrgyzstan (DP/DCP/KGZ/3); Republic of Moldova (DP/DCP/MDA/3); and Ukraine (DP/DCP/UKR/3).

Latin America and the Caribbean: Bolivia (DP/DCP/BOL/3); Costa Rica (DP/DCP/CRI/3); and Dominican Republic (DP/DCP/DOM/3).

Took note of the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, South Sudan and the Syrian Arab Republic from 1 January to 31 December 2018 and the first 15-month extension of the country programme for South Africa from 1 January 2018 to 31 March 2019, already approved by the Administrator (DP/2017/35);

Approved the exceptional fourth one-year extension of the country programme for Libya from 1 January to 31 December 2018 and the third two-year extension of the country programme for Yemen from 1 January 2018 to 31 December 2019 (DP/2017/35).

Item 15
United Nations Capital Development Fund

Adopted decision 2017/22 on the UNCDF operational reserve.

UNFPA segment

Item 7
UNFPA strategic plan, 2018-2021

Adopted decision 2017/23 on the UNFPA strategic plan, 2018-2021.

Item 8
UNFPA integrated budget, 2018-2021

Adopted decision 2017/24 on the UNFPA integrated budget, 2018-2021.

Item 9
UNFPA structured funding dialogue

Adopted decision 2017/25 on the UNFPA structured funding dialogue.

Item 10
UNFPA country programmes and related matters

Approved, in accordance with decision 2014/7, the following UNFPA country programmes:

Arab States: Somalia (DP/FPA/2017/SOMA/8); State of Palestine (DP/FPA/CPD/PSE/6); Sudan (DP/FPA/CPD/SDN/9);

Asia and the Pacific: India (DP/FPA/CPD/IND/9); Myanmar (DP/FPA/CPD/MMR/4); Nepal (DP/FPA/CPD/NPL/8); Pakistan (DP/FPA/CPD/PAK/9); Papua New Guinea (DP/FPA/CPD/PNG/6); Sri Lanka (DP/FPA/CPD/LKA/9); and subregional programme for the Pacific island countries (DP/FPA/CPD/PIC/6);

Eastern Europe and Central Asia: Kyrgyzstan (DP/FPA/CPD/KGZ/4); Moldova (DP/FPA/CPD/MDA/3); Ukraine (DP/FPA/CPD/UKR/3);

Latin America and the Caribbean: Bolivia (DP/FPA/CPD/BOL/6); Costa Rica (DP/FPA/CPD/CRI/8); Dominican Republic (DP/FPA/CPD/DOM/6);

West and Central Africa: Burkina Faso (DP/FPA/CPD/BFA/8); Gabon (DP/FPA/CPD/GAB/7); Guinea (DP/FPA/CPD/GIN/8); Nigeria (DP/FPA/CPD/NGA/8);

Took note of the first one-year extensions of the country programmes for Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, South Sudan, and Syrian Arab Republic;

Approved the 15-month extension of the country programme for South Africa, the third, one-year extension of the country programme for Burundi and the third, two-year extension of the country programme for Yemen (DP/FPA/2017/13).

UNOPS segment

Item 11
United Nations Office for Project Services

Adopted decision 2017/26 on the UNOPS strategic plan, 2018-2021;

Adopted decision 2017/27 on the UNOPS biennial budget estimates, 2018-2019;

Joint segment

Item 12
Financial, budgetary and administrative matters

Adopted decision 2017/28 on the annual statistical report on the procurement activities of the United Nations system, 2016;

Item 13
Follow-up to UNAIDS Programme Coordinating Board meeting

Took note of the report on the implementation of decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2017/37-DP/FPA/2017/12);

Item 14
Field visits

Took note of the report on the joint UNDP/UNFPA/UNOPS, UNICEF, UN-Women, WFP field visit to Nepal;

Item 15
Other matters

Heard a statement by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council;

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the UNDP strategic framework, 2018-2021

Briefing on the United Nations Volunteers programme strategic framework, 2018-2021;

UNFPA

Briefing on the UNFPA Innovation Initiative.

TENTATIVE WORKPLAN
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS
SPECIAL SESSION 2017
(28 November 2017, New York)

Day date	*Time*	*Item*	*Subject*
Tuesday, 28 November	10 a.m. – 1 p.m.	1	ORGANIZATIONAL MATTERS • Adoption of the agenda for the session **UNDP segment** STATEMENT BY THE ADMINISTRATOR
		2	UNDP STRATEGIC PLAN, 2018-2021 • UNDP Strategic Plan, 2018-2021
		3	FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS • UNDP integrated budget, 2018-2021 • Report of the ACABQ on the UNDP integrated budget, 2018-2021
	3 – 6 p.m.	2, 3	UNDP STRATEGIC PLAN, 2018-2021 FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS
		4	OTHER MATTERS • Adoption of draft decisions

TENTATIVE WORKPLAN
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS
FIRST REGULAR SESSION 2018
(22 – 26 January 2018, New York)

Day Date	*Time*	*Item*	*Subject*
Monday, 8 January	10 – 11 a.m.		Election of the Bureau of the Executive Board for 2018
Monday, 22 January	10 a.m. – 1 p.m.	1	ORGANIZATIONAL MATTERS • Adoption of the agenda and workplan for the session • Adoption of the reports of the second regular and special sessions 2017 • Adoption of the annual workplan 2018 of the Executive Board **UNDP SEGMENT** STATEMENT BY THE ADMINISTRATOR

Day/Date	*Time*	*Item*	*Subject*
	3 – 5:30 p.m.		STATEMENT BY THE ADMINISTRATOR (cont'd)
		2	COUNTRY PROGRAMMES AND RELATED MATTERS • UNDP global programme, 2018-2021
	5:30 - 6 p.m.		*Informal consultations on draft decisions*
Tuesday, 23 January	10 a.m. – 1 p.m.	2	COUNTRY PROGRAMMES AND RELATED MATTERS • Regional programme documents for Africa, Asia and the Pacific, Arab States, Europe and the Commonwealth of Independent States, Latin America and the Caribbean for the period 2018-2021
	3 – 5:30 p.m.	2	COUNTRY PROGRAMMES AND RELATED MATTERS • Presentation and approval of country programme documents • Extensions of country programmes
	5:30 – 6 p.m.		*Informal consultations on draft decisions*
Wednesday, 24 January	10 a.m. – 1 p.m.	3	EVALUATION • Medium-term evaluation plan and resources of the Independent Evaluation Office • Quality assessment of decentralized evaluations
		4	UNITED NATIONS CAPITAL DEVELOPMENT FUND • UNCDF strategic framework, 2018-2021
	3 – 5:30 p.m.	5	UNITED NATIONS VOLUNTEERS • UNV strategic framework, 2018-2021
	5:30 – 6 p.m.		*Informal consultations on draft decisions*
Thursday, 25 January	10 a.m. – 1 p.m.		**UNFPA SEGMENT** STATEMENT BY THE EXECUTIVE DIRECTOR
	3 – 5:45 p.m.		STATEMENT BY THE EXECUTIVE DIRECTOR (cont'd)
		6	COUNTRY PROGRAMMES AND RELATED MATTERS • Presentation and approval of country programme documents • Extensions of country programmes
	5:45 – 6 p.m.		*Informal consultations on draft decisions*
Friday, 26 January	10 – 11:30 a.m.	7	**UNOPS SEGMENT** STATEMENT BY THE EXECUTIVE DIRECTOR
	11:30 a.m. - 1 p.m.		**JOINT SEGMENT**
		8	RECOMMENDATIONS OF THE BOARD OF AUDITORS • Reports of UNDP and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2016 • UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2016: Status of implementation of recommendations

Day/Date	*Time*	*Item*	*Subject*
	3 p.m.	9	OTHER MATTERS • Adoption of pending decisions
		1	ORGANIZATIONAL MATTERS • Adoption of the tentative workplan for the annual session 2018

2017/30
UNDP Strategic Plan, 2018-2021

The Executive Board,

1. *Welcomes* the transparent and consultative process undertaken by UNDP in developing the Strategic Plan, 2018-2021 (DP/2017/38);

2. *Endorses* the UNDP Strategic Plan, 2018-2021 (DP/2017/38), takes note of its annexes and encourages UNDP to provide details on its implementation in its annual reporting and, when applicable and as appropriate, at the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP;

3. *Notes* the inclusion in the Strategic Plan of some terms that have not been intergovernmentally endorsed in the United Nations system, and that for this reason, these cannot be considered intergovernmentally agreed;

4. *Recognizes* that the contribution of UNDP to conflict prevention lies within its development work to strengthen capacities in programme countries for reducing the risk of conflicts, in accordance with national policies and priorities and with the consent of national Governments;

5. *Notes* the efforts undertaken by UNDP to align its Strategic Plan, 2018-2021 with General Assembly resolution 70/1 of 25 September 2015 on Transforming our world: the 2030 Agenda for Sustainable Development, and with General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, as well as its efforts to focus its areas of work and outcomes towards achieving its vision for the Strategic Plan, and requests UNDP to implement the Strategic Plan, 2018-2021, in accordance with these resolutions and with full respect for the principle of national ownership and leadership and recognizing the different contexts and particular characteristics of each programme country;

6. *Requests* UNDP to present to the Executive Board at the first regular session 2018, for its consideration at the annual session 2018, a working plan for engagement with the Board with respect to the implementation of the Strategic Plan, 2018-2021, integrated resources plan and integrated budget, 2018-2021 and their annexes, including a schedule of updates from the Administrator on progress made in this regard, including on its work on partnerships, the alignment of results to resources, the development of the business model and its linkages to staff capacities, as well as performance management ,the institutional set-up ,structured funding dialogues ,collaboration and work with other United Nations agencies and various thematic strategies ,including the gender equality strategy ;

7. *Requests* UNDP to provide baselines and targets for the integrated results and resources framework (DP/2017/38, annex 1) as well as theories of change for the Strategic Plan to the Executive Board at its annual session 2018, and in the lead-up to that annual session, requests that UNDP engage with the Executive Board on progress with the methodologies underpinning the indicators in the integrated results and resources framework (DP/2017/38, annex 1) and how the outputs in that framework will feed into the common chapter outcomes in the Strategic Plan, 2018-2021;

8. *Requests* UNDP to present to the Executive Board at its annual session 2020 a thorough midterm review of the Strategic Plan, 2018-2021 and its annexes, including if required updates to the Plan and its annexes, taking into account any potential decisions by Member States on the Secretary-General's proposals responding to General Assembly resolution 71/243.

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2017/31
UNDP integrated resources plan and integrated budget, 2018-2021

The Executive Board

1. *Acknowledges* the process undertaken by UNDP in the development of the UNDP integrated resources plan and integrated budget estimates, 2018-2021 (DP/2017/39);

2. *Takes note of* the UNDP integrated resources plan and integrated budget estimates, 2018-2021, prepared in response to the request of the Executive Board, in decision 2009/22, to present a single, integrated budget that includes all budgetary categories, with an improved result focus and enhanced linkages with the strategic plan results and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with UNFPA, UNICEF and UN-Women, and welcomes ongoing efforts to improve and clarify financial reporting to improve Executive Board members' understanding of the financial position of UNDP;

3. *Acknowledges* the information provided by UNDP in document DP/2017/39 on the integrated resources plan, 2018-2021, and notes the ongoing need to align the UNDP integrated budget and integrated resources plan with the Strategic Plan;

4. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/2017/40) on the institutional components of the UNDP integrated budget estimates and the recommendations of the Advisory Committee, and requests UNDP to provide updates on implementation of these recommendations at the annual session 2018 and thereafter as appropriate;

5. *Recalls* its decisions 2007/33, 2009/22, 2010/2, 2010/32, 2011/10, 2012/1, 2012/27, 2012/28, 2013/4, 2013/9, 2013/18, 2013/28, 2013/30, 2016/5 and 2017/11, and endorses document DP/2017/39 on the integrated resources plan and integrated budget estimates for 2018-2021 and its annexes, and the provisions contained in the document;

6. *Approves* the integrated budget for 2018-2021 as based on projected regular and other resources available and their projected utilization, including an appropriation of $1,093.9 million from regular resources for the institutional component of the integrated budget, 2018-2021;

7. *Welcomes* that, in response to the request of the Executive Board, UNDP has introduced separate budget lines for the Independent Evaluation Office, the Office of Audit and Investigations and the Ethics Office;

8. *Welcomes* the budget allocations to the United Nations Capital Development Fund and United Nations Volunteers programme and the ongoing contribution to these organizations from the UNDP core budget, particularly in view of their importance for least developed countries, and calls on UNDP to continue to provide contributions to these entities, and to report to the Board if UNDP funding allocations to these entities change over the lifetime of this integrated budget;

9. *Recalls* the importance of funding predictability and of the effective use of the resources entrusted to UNDP, and urges donor countries and other countries in a position to do so to maintain and substantially increase their contributions, in a manner consistent with their

capacities, to the core/regular budget of UNDP and to contribute on a multi-year basis, in a sustained, timely and predictable manner;

10. *Emphasizes* that regular resources, because of their untied nature, are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, reiterates the need for UNDP to address, on a continuous basis, the imbalance between core/regular and non-core/other resources, while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;

11. *Welcomes* the commitment of UNDP in its Strategic Plan, 2018-2021 to strive for even greater productivity, efficiency and effectiveness and an improvement in the management efficiency ratio, without negatively affecting programme delivery;

12. *Requests* the Administrator, in conjunction with the midterm review of the Strategic Plan, 2018-2021, to conduct a thorough midterm review of the integrated resources plan and integrated budget that includes, inter alia, an analysis of budget methodology approaches, resource mobilization efforts and the impact of the implementation of the tiered approach for the shielding of development activities, to be presented to Executive Board in 2020;

13. *Requests* UNDP to present to the Executive Board at the first regular session 2018, for its consideration at the annual session 2018, a working plan for engagement with the Board with respect to the implementation of the Strategic Plan, 2018-2021, integrated resources plan and integrated budget, 2018-2021 and their annexes, including a schedule of updates from the Administrator on progress made in this regard, including on its work on partnerships, the alignment of results to resources, the development of the business model and its linkages to staff capacities, as well as performance management ,the institutional set-up ,structured funding dialogues ,collaboration and work with other United Nations agencies and various thematic strategies ,including the gender equality strategy ;

14. *Requests* UNDP to continue consultations on cost recovery with the Executive Board in line with decision 2017/11;

15. *Recognizes* that UNDP has made progress in diminishing cross-subsidization from regular (core) to other (non-core) resources; notes the UNDP request for additional resources of $49 million for the institutional budget for management activities; encourages UNDP, if possible, to use less than $49 million and eliminate any cross-subsidization as soon as possible; and requests UNDP to present a proposal on a transparent role of regular (core) resources for the integrated budget 2018-2021;

16. *Recognizes* that government cost sharing constitutes a voluntary funding mechanism that strengthens national ownership as well as contributes to the achievement of country programmes and in that regard, underlines the need to take the special characteristics of government cost sharing into account if considering organizational adjustments through the business models initiative;

17. *Requests* UNDP to present information on government cost sharing as part of the documentation on harmonized cost recovery to the Executive Board at the annual session 2018.

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